



THE NAVAJO NATION



THE 100 DAY REPORT



TABLE OF CONTENTS



<i>Accomplishments</i>	5
Appointments	5
Public Health Order	6
Executive Orders	6
Proclamations	6
Declarations	6
<i>Infrastructure Development</i>	7
Roads and Bridges	7
Water and Sanitation Systems	8
Housing Development	10
Broadband	11
<i>Modernizing the Government</i>	12
Streamlining Document Review	12
Updating Personnel Policies, Staffing	12
Improving Projects, Application Processing	13
<i>Leadership Approach</i>	14
Setting Specific Goals and Objectives	14
Encouraging Collaboration and Communication	14
LOOKING AHEAD	17
<i>Contact The Administration</i>	18



DR. BUU NYGREN *PRESIDENT*

Ya'át'ééh shidine'é,

I am pleased to present to you the Nygren Administration's 100-Day Report outlining the progress of our Administration. In the past 100 days, we have been able to make great strides toward our stated goals. This report provides a summary of many of the actions that are moving us forward and our planning for the future.

As we reflect on the first 100 days in office, we want to share with you our progress and continuing efforts. The documentation of these efforts will allow us to see where we started and measure what we have done.

Our Administration continues to keep its promise to work with the 25th Navajo Nation Council. I have met personally with 22 out of 24 of Council Delegates to discuss their priorities for the communities they represent. Our efforts to have the Navajo Nation speak with a unified voice allows us to create meaningful partnerships with governments and businesses that benefit the Navajo People.

I invite you to read this report and encourage you to get involved in your local community to help us find solutions and inspire change on the Navajo Nation.

I look forward to continuing to work for you to ensure a bright future for the Navajo Nation.

Ahéhee',

Dr. Buu Nygren





RICHELLE MONTOYA *VICE PRESIDENT*



Yá'át'ééh shik'éeí,

Our Administration is honored to present this 100-day report to the People. As I travel across the Navajo Nation speaking with our communities, I remain confident that the changes we are making in Window Rock will continue to create better outcomes for our People. This report reflects many of our key actions and continued progress for creating positive changes mandated by the People.

This report reflects much of the work we have done to improve the communication between Navajo Nation programs and Chapters. Additionally, this report helps identify the many millions of dollars in funding that are finally moving out to the programs that our People and their Chapters rely on.

I am encouraged by the conversations I have had with everyone on the Navajo Nation. The communities' passion for change is apparent and

this report is helpful in understanding how these changes are being implemented.

We all understand that the work continues and there is much more to do. Our Administration is up to the challenge. We wake up every day ready to advocate for the People and are thankful for all your support and prayers that help us get the job done.

Hozhó nahoodleet,

Richelle Montoya

Vice President Richelle Montoya

Accomplishments

The Nygren Administration's first 100 days was about laying a foundation for getting things done. Here's a look at what some of the most immediate changes included.



Appointments

With a strong recruitment and interview process carried out by the Nygren-Montoya Transition Team after the 2022 Navajo Nation General Election, most Executive Branch Directors were selected and in-place by Day 1. With the Cabinet ready to work, the Nygren-Montoya Administration successfully transitioned into the Navajo Nation Capitol with minimal disruption in services for the Navajo People.

The appointees selected to lead the Executive Branch are:

Divisions and Departments

- Thomas Cody, Executive Director, Division of Social Services
- Debbie Nez-Manuel, Executive Director, Division of Human Resources
- Rhonda L. Tuni, Executive Director, Navajo Department of Health
- Shawnevan Dale, Executive Director, Division of General Services
- Tony Skrelunas, Executive Director, Division of Economic Development
- W. Mike Halona, Executive Director, Division of Natural Resources
- Garret Silversmith, Executive Director, Navajo Division of Transportation
- Calvin Castillo, Executive Director, Division of Community Development
- Stephen B. Etsitty, Executive Director, Environmental Protection Agency
- Ethel B. Branch, Attorney General, Department of Justice
- Heather L. Clah, Deputy Attorney General, Department of Justice
- Michael D. Anderson, Executive Director, Division of Public Safety
- Sean McCabe, Interim Controller, Office of the Controller
- Tom Platero, Executive Director, Fiscal Recovery Fund Office

Executive Offices

- Bobbie Ann Baldwin, Executive Director, Navajo Nation Veterans Administration
- Justin Ahasteen, Executive Director, Navajo Nation Washington Office
- Tico Charlee, Executive Director, Telecommunications Regulatory Commission
- Raymond Maxx, Executive Director, Navajo-Hopi Land Commission Office

Each of these Executive Directors are charged with managing their respective areas. In the time they have been in place, the appointees leading these Navajo Nation Divisions and Offices have demonstrated their commitment and heart for the Navajo People.

Public Health Order

- Navajo Department of Health Public Health Order No. 2023-001
 - January 20, 2023, Lifting the Mask Mandate for General Public and All Businesses

Executive Orders

- Executive Order No. 01-2023
 - February 15, 2023: Rescinding Executive Orders No. 04-2012 and No. 04-2021 Lifting the Requirement of Presidential Approval for Off-Reservation Travel
- Executive Order No. 02-2023
 - March 9, 2023: Implementing the Navajo Nation Energy Policy of 2013
- Executive Order No. 03-2023 & Administrative Order No. 034-2023
 - April 14, 2023: "Sexual Harassment Awareness" Workplace Policy and Mandatory Training

Proclamations

- Proclamation January 24, 2023
 - In Honor and Recognition of Former Council Delegate and Bahastl'ah Chapter President Norman John II
- Proclamation March 8, 2023
 - In Honor and Recognition of Former Chairman of the Navajo Tribe and President of the Navajo Nation Peterson Zah
- Proclamation March 9, 2023
 - In Honor and Recognition of U.S. Women's Army Corps Veteran Lillian Lincheze Lujan, Proclaiming March 10, 2023, as 'Lillian Lujan Day'
- Proclamation March 22, 2023
 - In Honor and Recognition of Former Navajo Nation Council Delegate and President of the Navajo Nation Ben Shelly.
- Proclamation April 5, 2023
 - Recognizing the First Week of April 2023 as the Week of the Young Child Across the Navajo Nation.

Declarations

- Resolution No. CEM 23-01-19
 - January 19, 2023: Resolution of the Navajo Nation Commission on Emergency Management: Declaring a State of Emergency for the Navajo Nation due to Severe Winter Snow Storms and Subsequent Mud from Snow Melt Creating Potential Public Health and Safety Risks Across the Navajo Nation

Infrastructure Development



Infrastructure development is a critical component of our coordination and streamlining efforts over the past 100 days. The Navajo Nation has a significant need for the development of its roads and bridges, water and sanitation systems, and housing options that fit the needs of a growing Nation.

In recognizing the need to spend American Rescue Plan Act (ARPA) funding for infrastructure projects, we immediately identified the necessary resources to move this forward rapidly. The challenge remains to ensure every dollar of funding is spent on-time and with accountability.

To meet this need, the Office of the President and Vice President (OPVP) has held several meetings to analyze how to improve the process for issuing subrecipient agreements to put ARPA dollars to use right away. The Deputy Attorney General is assisting OPVP in working with Navajo Nation Department of Justice attorneys to set more aggressive timelines for negotiating subrecipient agreements.

The Division of Community Development worked with Navajo Engineering and Construction Authority (NECA) which will receive \$150 million to build bathroom additions to homes. The Division of General Services started the Síhasin Project to ensure Americans with Disability Acts compliant Navajo Nation buildings and then commenced \$15 million renovation for all Navajo Nation buildings. These projects will help many Navajo People meet basic needs.

With energy development remaining critical to the Nation's future, the President issued Executive Order No. 02-2023 to improve processes and efficiencies in the Nation's evaluation of energy proposals. The Division of Natural Resources helped develop the Energy Executive Order as part of a team and, in accordance with the Energy Policy of 2013, a Navajo energy project vetting process was established.

Roads and Bridges

The Navajo Nation needs significant development of its roads and bridges. Many of us know what it's like to endure bad road conditions that can be costly for the everyday Navajo family. A big part of the solution is to develop gravel pits. To that end, we developed a rough draft of a Navajo Nation Gravel Pit Development Plan in the first 100 days of our Administration.

We'll continue the progress we've made in advocating for the creation of gravel pits that are located on the Navajo Nation. This continues to be a practical step in our strategy of bringing Navajo Nation road maintenance, repair, and construction costs down.

Below are some of the key projects undertaken in the first 100 days that have kept our Nation's roads operating:

- Dilkon Road Construction Project N9857 (completed)
- N101 Pavement Construction, Ojo Amarillo, NM (completed)
- N19 Right-of-Way Fencing, Two Grey Hills, New Mexico (completed)
- ERIP N31 in Navajo, NM—Culvert Installation (completed)
- N9703 Blue Canyon Road Culvert Installation (completed)
- Emergency Repair-N71 Birdsprings, AZ—Culvert installation, backfilling, and arroyo cleaning (completed)
- N5010 Centerline Survey—Sanostee, NM (completed)
- Routes Survey, Iyanbito, New Mexico (completed)
- Sandoval County Road Maintenance Agreement, New Mexico (completed)
- Emergency Road Improvement Project, N9073 Blue Canyon Road, Fort Defiance, AZ
- N8077 Grade-Stabilization Project: 100% Project Readiness (Bid Opening: 4/10/23)
- Road Snow Removal: 9,229 miles of snow removal on Navajo Nation-roadways, including 4,286 miles of regional transit and school bus routes cleared
- Airport Snow Removal: 10 miles of snow removal at the Nation's 5 airports

Water and Sanitation Systems

Access to clean water and sanitation systems is essential to the health and well-being of the Navajo People. Water access creates opportunities for more than just a healthier environment—it can also drive community growth, economic development, and so much more.

Last month the U.S. Supreme Court heard our arguments in the consolidated case of *Arizona v. Navajo Nation*. Our Navajo Nation Department of Justice worked very hard to present the best case possible for us to the Court. President Nygren and Vice President Montoya attended the hearing and represented the Nation very well.

The first of two Navajo Trials of the *In Re Little Colorado River Adjudication* starts on April 24. President Nygren will be attending opening arguments and testifying at the Trial.

The Navajo Nation wants to be strategic and not leave the Nation's Arizona water rights in the hands of the court. Accordingly, the President met with members of the Naabik'íyáti' Committee on April 15 to unite behind securing as much water as possible for the Navajo Nation through a comprehensive Arizona water rights settlement. The President and Members of the Council

agreed that the Nation needs to pursue settlement negotiations. The Water Rights Commission quickly appointed the Negotiation Settlement Team on April 19 through Resolution NNWRC-2023-005. President Nygren is confident that OPVP and Council will stand behind this Team. Securing as much water as possible is critical to building a strong and vibrant Nation for our young people to return to, where they can build homes and remain with their families and elders and pass language and culture to the next generation.

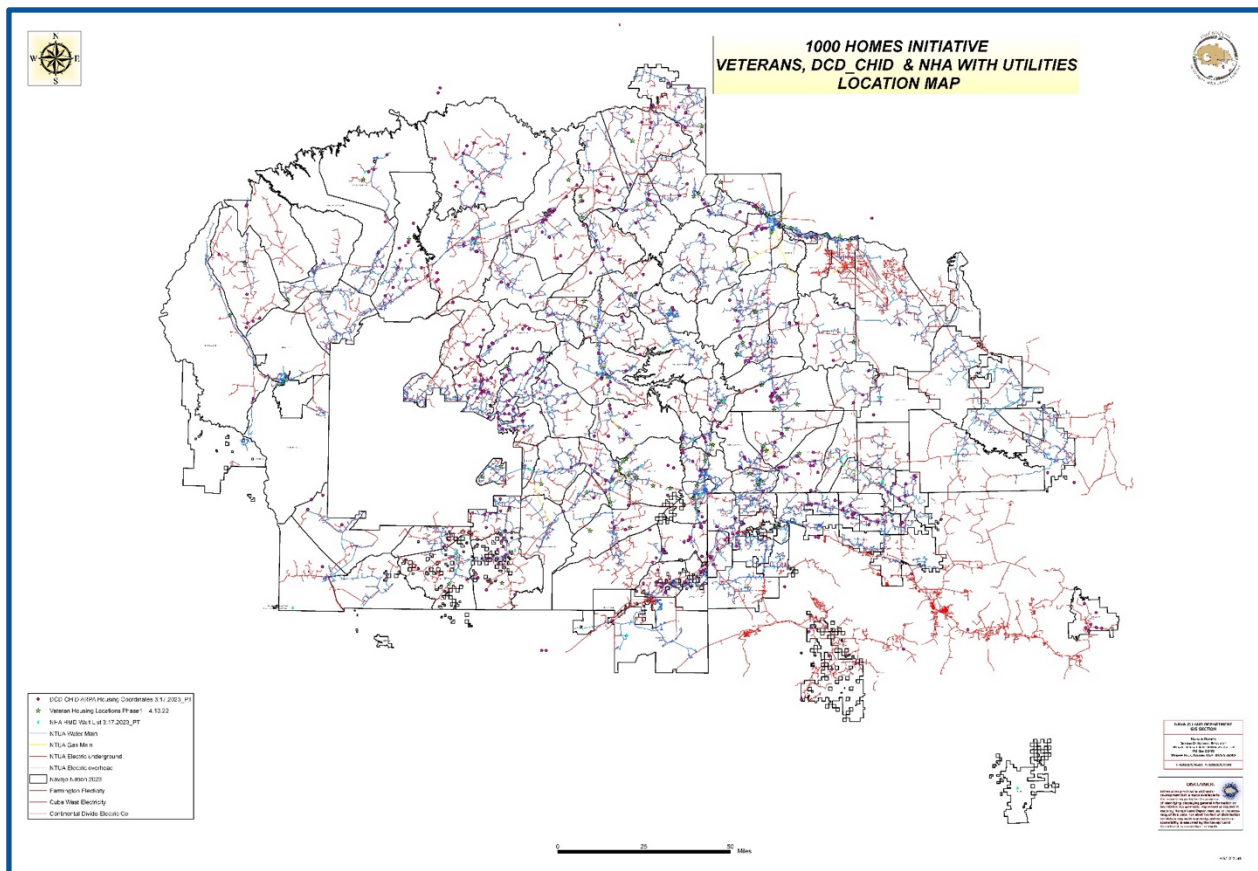
The Navajo Nation Environmental Protection Agency (NNEPA) is using ARPA funding to review construction permits for the installation of more septic tanks. This helps keep our water supplies safe and keeps homes healthy. In the first 100 days, they reviewed 49 home septic tank installation permits.

The NNEPA Public Water Supply Supervision Program ensures that drinking water is safe. In the last 100 days, they produced the Tóhajiilee Water Blending Study to ensure that surface water conveyed to Tóhajiilee from the City of Albuquerque meets Safe Drinking Water Act standards.



Housing Development

The Navajo Nation has a significant need for new housing units. To meet that need, the President launched a 1,000 Homes Initiative. OPVP staff held multiple meetings with key stakeholder programs and departments to identify 1,000 project-ready homes to assist in moving forward. These homes have been mapped, along with existing infrastructure and environmentally and culturally sensitive areas. These maps will guide the Administration in planning rapid development of homes in areas that have existing housing assignments that have not been acted upon, and areas where electrified and piped housing can and cannot be built. The Initiative also identifies which programs and departments are responsible for construction, and other key information that is enabling the Nation to fulfill the President's mandate for 1,000 new homes.



The President has directed the Division of Natural Resources (DNR) Director to streamline the homesite leasing process to make it user-friendly. In response, DNR is implementing an electronic system for review of homesite leases. It hopes that an electronic system will speed up the issuance of homesite leases.

Additionally, the Division of Community Development (DCD) worked with Navajo Tribal Utility Authority, Chinle Chapter, and Sandstone Housing to move key housing projects forward

through subrecipient agreements. DCD also secured \$50 million for modular homes through the Community Housing and Infrastructure Department.

The Navajo Nation Veterans Administration (NNVA) provided five Federal Emergency Management Agency mobile home trailers to Navajo veterans in collaboration with the Navajo Housing Authority. Additionally, NNVA is reviewing its files for previously completed applications that have not been acted upon under previous Administrations.

The Director of Veterans Administration is reviewing existing contracts for the construction of new homes. This is important to ensure that funds are being effectively and efficiently used.

Broadband

The Navajo Nation Telecommunications Regulatory Commission and the Broadband Office found 31,059 underserved broadband service locations where a connection was limited or none. These missing locations were found in the following states:

- New Mexico: 18,424
- Utah: 666
- Arizona: 19,090

Mapping these locations serve important purposes beyond being a tool for funding determinations, such as providing greater transparency to individuals on availability to their location, putting pressure on internet providers to improve their coverage, and helping policymakers have the most accurate and granular information to meet the needs of a given region or community.



Modernizing the Government



Modernizing the Navajo Nation government is another critical priority of the Nygren Administration. Some perceive the Navajo Nation as an unstable government. The Nygren Administration is changing that instability and focusing on updating policies and regulations to reflect a modern economy, streamlining processes, ensuring transparency and accountability, and reviewing ongoing projects to ensure they are effective and a good use of money. At the same time, the Administration is working hard to ensure that the Nation does not lose hard earned funding meant to serve the Navajo People.

Streamlining Document Review

OPVP has begun developing a new Executive Order to guide document review. The Department of Justice, Office of the Controller, and Office of Management and Budget have all provided extensive, detailed, and thoughtful comments on this Draft Executive Order. Our goal is to issue the Executive Order during the next 100 days.

The Business Regulatory Department and the Department of Justice are amending the Navajo Business Opportunity Act (NBOA). They will have legislation ready for Council review this year. These two Departments meet biweekly to implement and enforce the NBOA, the Corporations Code, and the Weights and Measures Program.

In the immediate term, OPVP spearheaded an effort to make three quick updates to the Procurement Rules and Regulations to make micro-purchases quicker and easier. These Regulations have not been updated in 20 years. The Nygren Administration believes it is time to update these Regulations so our government can function effectively in 2023. The Office of the Controller, the Office of Management and Budget and several other offices worked very hard to develop these three quick fixes presented in Legislation No. 0075-23, which became eligible for action by the Budget and Finance Committee on April 13, 2023.

Updating Personnel Policies, Staffing

The Division of Human Resources (DHR) and the Division of Social Services (DSS) initiated a Personnel Policies Amendment Task Force along with the Division of Public Safety, Gaming Regulatory Office, Department of Health, Department of Diné Education, Division of Community Development, Division of Economic Development, Office of Miss Navajo Nation, Division of Transportation, Department of Justice, Office of Management and Budget, Office of the Controller, Navajo Tax Commission, Division of Natural Resources and Division of General Services. In the first 100 days of the Nygren Administration, the Task Force met eight times to

develop suggested changes in personnel policies that will expedite the Nation's hiring process and quickly fill the many vacant positions that exist at the Nation.

In the meantime, DHR and DSS have developed a faster process for completing background checks for new Navajo Nation hires. That process needs to be incorporated into the Personnel Policies Manual and then approved by the Health and Human Services Committee. It is expected that the legislation will be actionable within the next 30 days.

Improving Projects, Application Processing

In these first 100 days, this Administration issued the largest Fiscal Recovery Funds subrecipient agreement to date to the Navajo Tribal Utility Authority. The subrecipient agreement is for \$96.4 million for electric connections and off-grid solar installations. Many offices assisted in the timely issuance of the subrecipient agreement. The Fiscal Recovery Funds Office ensured that the document was reviewed within six days through the "164 review process." The next and last step was the issuance of the contract number. OPVP was asked to assist in this last step and successfully assisted so that the subrecipient agreement was completed on April 13.

Another example of keeping offices on track is the General Land Development Department (GLDD) took part in a review of stalled projects and identified Tribal Access Authorization (TAA) processing needs. GLDD processes land access documents for the Navajo Nation and agrees to begin processing project documentation for action.

The Division of General Services resolved 600 shared Certificate of Indian Blood (CIB) cases with the Navajo Nation Hardship Office and the Office of Vital Records.

When the Administration started, it learned there was \$4.2 million in danger of being reverted from the Navajo Nation Workforce Development Program back to the U.S. Department of Labor. The Administration directed the Navajo Nation Washington Office, DHR, the Workforce Development Program and staff from OPVP to create an immediate corrective action plan. This saved the funding by securing the Nation an extension to the end of this year.



Leadership Approach

Bringing a new leadership approach to the Navajo Nation government is critical to the Administration's success. The new leadership style will prioritize setting clear goals and objectives, encouraging collaboration and communication, and identifying and addressing challenges and opportunities.



Setting Specific Goals and Objectives

Clear goals and objectives are required for effective leadership. The Administration has concentrated on identifying necessary goals and objectives, and created detailed implementation plans for moving long-standing issues towards resolution. A few notable achievements from the first 100 days are included here.

The Administration has brought Arvin Trujillo onto the team. He brings an abundance of knowledge to the team including having served as the Director of DNR and most recently as the Executive Director of Four Corners Economic Development.

A position in OPVP has been created and filled to focus on bringing positive change with domestic violence, sexual assault, and Missing and Murdered Indigenous People. Progress is being made and contact with national and federal organizations continues.

DSS expanded its direct community outreach and public engagement.

DSS contractors, such as family shelters, are consulted directly to simplify service requirements. Leadership is focused on access to services, removing complex barriers, and modifying processes and standards to ensure immediate service delivery.

Encouraging Collaboration and Communication

Meetings of the Council, Delegates, Agencies, and Chapters

The President met with 22 out of the 24 council delegates and various local leaders from across the Navajo Nation government concerning many matters of common concern.

The meetings are too numerous to list. Some areas of concern discussed were: Veterans issues, social services issues, the Former Bennett Freeze, trainings, senior centers, budget matters, natural resources matters (especially rights-of-ways), and public safety.

Coordination with Multiple Agencies

The Navajo Nation held a historic meeting with several federal agencies to start implementing the first ever Navajo Nation - United States Department of Energy Memorandum of Understanding. In March, the following entities gathered to analyze the history of the Navajo economy and envision our collective future: the US Department of Energy, US Department of the Interior, US Department of Agriculture, US Department of Transportation, US Department of Commerce, US Environmental Protection Agency, OPVP, Division Directors, Council Delegates, Resources and Development Committee Members, Navajo Tribal Utility Authority, Navajo Transitional Energy Company, Navajo Nation Oil and Gas Company, Navajo Agricultural Products Industry, and Navajo Technical University. The ultimate goal of the Memorandum of Understanding is for the Navajo Nation to access the unprecedented federal funding and other opportunities made available through the Bipartisan Infrastructure Law and Infrastructure Investment and Jobs Act.

The President advocated tirelessly to help the Navajo Nation obtain the last document it needs to participate in the California Air Resources Board Forest Carbon Off-Set Program. Last September the Nation requested a required letter from the Bureau of Indian Affairs, as required by the California Air Resources Board. Upon taking office, the President learned that the Bureau of Indian Affairs had not issued the letter. The Bureau issued the letter and hand delivered it to the President's Office on April 18. It is anticipated that once the Nation begins participating in the Program, it will result in \$100 million of revenue in the first year of participating.

Additionally, during the first month in office, President Nygren and Vice-President Montoya met with Secretary Haaland during her Road to Healing Tour at Many Farms High School. This was facilitated and planned by the Navajo Nation Washington Office to allow those adversely affected by the federal governments' boarding school policies to speak up. The stories and recommendations shared will result in a full response by the Department of the Interior as part of the Road to Healing with the prospect of a boarding school commission being established with tribal representation.

Direct Leadership Advocacy

The Nygren Administration began meeting with governors, legislators, and federal agency leadership immediately upon taking office. For instance, on the first day of the New Mexico legislature, President Nygren and Vice President Montoya met with New Mexico Senator Peter Wirth. They also attended the Arizona and Utah State tribal leadership gatherings at their respective legislatures.

When it comes to Congressional outreach, the Nygren Administration has completed numerous one-on-one discussions that lay the foundation for open communication and collaboration with

our federal partners. One such opportunity was the visit from Arizona Congressman Eli Crane to the Navajo Nation. President Nygren and leaders from the Navajo Nation discussed issues and the need for more VA services during Congressman Crane's visit.

President Nygren made the most out of his Washington advocacy trips with back-to-back leadership meetings. He goes to Washington to network, brief lawmakers, and seek support for key Navajo initiatives. Here are a few key topics from the first 100 days:

- Navajo Nation President Buu Nygren and Interior Secretary Deb Haaland discussed roads and missing and murdered indigenous relatives.
- President Nygren met with Interior Secretary Haaland in Washington to discuss roads, projects, and carbon offsets.
- President Nygren requested that Interior Secretary Haaland expedite the release of Fiscal Year 2023 Higher Education Grant funds.
- President Nygren delivered testimony to the House Appropriations Subcommittee on Interior, Environment, and Related Agencies on tribal needs.
- President Nygren met with U.S. Treasurer Malerba to discuss the American Rescue and Recovery Act timelines and federal funding.
- President Buu Nygren met with members of the House Natural Resources Committee and testified before the Interior, Environment, and Related Agencies Subcommittee.

Identifying and Addressing Opportunities and Challenges

Effective leadership requires identifying and addressing challenges and opportunities. This report will concentrate on identifying the necessary resources and producing implementation reports.

The Navajo Nation Department of Justice will be re-activating an Anti-Corruption Task Force in the next few weeks.

The Administration identified work-related barriers in collaboration with Divisions, the Chief of Staff, direct staff, and the Fiscal Recovery Fund Office.

The Administration is working on an early draft Memorandum of Understanding on collective bargaining agreements (CBAs).



Looking Ahead

In looking ahead, this 100-Day Report aims to provide a foundation for tackling the challenges facing the Navajo Nation in the areas of infrastructure, government, and leadership. It is critical that the leadership of the Navajo Nation government and local Chapter communities collaborate and partner together to improve the lives of the Navajo People.

Let's work together.



Contact the Administration

PRESIDENT BUU NYGREN



VICE PRESIDENT MONTTOYA

